

# 2020 Strategic Plan

*Advancing wheat  
through advocacy,  
alliances and innovation.*



# Premise

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## 2020 NAWG Strategic Plan

During the fall of 2019, the National Association of Wheat Growers undertook an extensive strategic planning process that entailed individual interviews with the NAWG board members, state association representatives, and staff, ultimately culminating with an in-person facilitated session. This process resulted in updated mission and vision statements and identification of four key lines of business on which the organization will focus in the years to come.

The process to develop this strategic plan was extensive and entailed identifying parameters for determining what would be considered a NAWG high priority issue, identifying NAWG's greatest future accomplishments, sorting out things that the organization must achieve, avoid, preserve, and eliminate in the form of a goals grid, evaluating and prioritizing both member and partner expectations of NAWG, prioritizing ideas for reaching financial security, identifying what NAWG financial stability looks like when it's working, discussing potential bylaws revisions needed to achieve our goals, evaluating various business plan scenarios based on budget capacity, and discussing basic organizational recommendations for NAWG.

Discussion through the session resulted in the key items below, including the updated mission and vision statement, criteria for selecting a NAWG high priority, and the four NAWG lines of business. This document should be considered the formal 2019 NAWG Strategic Plan. Additional documents for reference include the Strategic "Doing" Summary, which is a living document and will be periodically updated with implementation actions, a timeline version of actions that are to take place, the NAWG Goals Grid, and the full planning session notes document.

Mission Statement (revised 12.6.19):

Uniting wheat farmers to promote policy efforts that create an environment that is conducive to the success of wheat farming in the United States.

# Setting Priorities

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## Criteria for selecting a NAWG high priority (prioritized order)

The strategic planning session participants discussed criteria that should be considered by the board and staff while determining a NAWG high priority. Those criteria are listed below.

- Provides return on investment of time and resources, and we can afford it
- Is reasonable and feasible
- It makes a significant impact to protect and advance wheat farmers and/or NAWG
- Provides benefit to wheat producers' profitability
- Provides a benefit to the majority of NAWG members and group cohesion
- NAWG is uniquely situated to work on this
- Must maintain or improve our influence and reputation
- Would help NAWG's financial stability

### FOUR NAWG LINES OF BUSINESS

The board identified four lines of business with accompanying measures of success, measurable goals, and actions to be taken.

# Legislative & Policy Influence

## MEASURES OF SUCCESS

- Favorable legislative and policy outcomes that NAWG lobbied for
- High priority issues are being addressed
- Elected officials, agency staff outreach to NAWG

## MEASURABLE GOALS

- By March 2022, NAWG will have the top 10 priorities identified for the 2023 Farm Bill.
- By 2023, NAWG will successfully get the next Farm Bill passed with improvements in key programs for wheat and wheat farmers.
- By 2023, NAWG will be a key contributor in the next Farm Bill by developing and protecting important policies.
- By 2024, NAWG will have sustained environmental regulatory improvements adopted during the Trump Administration.

## ACTIONS

- The policy committee chairs and policy staff will annually, beginning at the Fall Conference and concluding at Commodity Classic, establish an overall policy vision and clear priorities for the coming year that are wheat specific for producer viability, taking into account what we will lead on and where we will partner.
- The policy staff will, on an on-going basis, reach out to NAWG's standing committees for input and reaction on legislative and policy actions.
- The policy committee chairs, policy staff, and state executive directors will annually, beginning at the fall conference and concluding at Commodity Classic, develop a clear list of current issues (prioritized), with a focus on issues closest to the wheat grower on implementation of the current Farm Bill and looking ahead to the next Farm Bill process.
- The policy committee chairs and policy staff will work June – August 2020, and then annually beginning with the fall conference, on identifying the regulatory changes made that NAWG should continue to work on, including which changes should be maintained and what should be advanced.
- The policy committee chairs and policy staff, with state executive director input, will establish, on an on-going basis, two-way communication on identifying and classifying the following issues where we all agree and issues where we do not all agree as well as whether an issue is a state priority but not a national priority. Identify a clear position, actions related to the issue, and gather input on a plan of action.
- By the 2020 Fall Conference, the CEO and chair of Operations and Planning Committee will have a committee agenda item to develop an appropriate procedure for handling state issues.

# Member Information, Services, & Products

## MEASURES OF SUCCESS

- Continuation and addition of dues paying member states
- Increased participation by NAWG staff and officers with member states and visa versa
- Timely, correct, succinct and pertinent information distributed and heard from NAWG
- Well educated and engaged NAWG and state board members

## MEASURABLE GOALS

- By Jan 2022 bring states into membership (return and new) and form state or regional associations of producers that could be active in NAWG – goal includes becoming the national association that all the states want to be a part of.
- By Jan 2022 having alignment of goals for NAWG and the member states.
- By 2023 NAWG will be a unified voice for all states with significant wheat acres, as active members implementing NAWG strategic plan.

## ACTIONS

- The Director of Communications will continue weekly updates, NAWG-specific monthly newsletters that are sent out to individual states and are able to be forwarded to wheat producers; confidential information should be noted as such.
- By December 2019 the Director of Communications will evaluate the media clips system for board members and either drop or revise as possible, with consideration of cost versus benefit.
- By December 2019 the Policy Intern will create a communication listing to determine communication links with non-member states.
- By the end of August 2020, the Director of Communications and the Chair of the State Executives, with farmer and state executive director input, will create a “communication tree” and an associated communication strategy. It will include an agenda item at the 2020 Commodity Classic state execs meeting to discuss dissemination of information strategies to individual members, including communication strategies for key audiences (example: brief communication with election for more detail).
- During January through March 2020, the President and a board member committee will work with partners to identify possible new member states.
- During June to December 2020, the President and a board member committee, with state executive input, will develop a plan to increase new state memberships, including new individual state memberships and regional associations. This will include initiating first contact and include a benefit package for being a NAWG member and representation. This will also include the development of rules and process to bring new members to the Association.

# Partnerships & Alliances

## MEASURES OF SUCCESS

- New and increased engagement with consumer facing partners and related results
- Numbers of partners and level of involvement including dollars, time, energy, people
- Work on common and mutually beneficial projects to get larger voice and increased effectiveness (lower cost of time, money, energy)

## MEASURABLE GOALS

- By Jan 2021, NAWG will be nationally recognized in the public as the voice of the wheat industry.
- By 2021, NAWG will continue current and build stronger working relationship with organizations such as U.S. Wheat Associates to support trade policy and membership increasing-opportunities.
- By Jan 2025, NAWG will improve the demand and profitability for wheat in cooperation with U.S. Wheat Associates and Wheat Foods Council.
- By 2025, NAWG will support partner organizations by influencing policy and educating Congress for marketing support for a positive dietary food product with wheat products.

## ACTIONS

- By the start of the Fall Meeting, a working group consisting of Lyle Benjamin (MT), Pat Clements (KY), and Steelee Fischbacher (TX) will identify already developed partnerships and the mutual benefit of them for NAWG.
- The working group will develop a list of partners for potential collaboration, the benefit of partnering with them as well as the platforms, common goals, common work items, efficiencies, ideas, and approach for each partnership. The timeframe for this action was to be determined.
- This working group will begin engagement and outreach with confirmed key partners built from the above elements, including the Wheat Foods Council, U.S. Wheat Associates, and a Corn-Soy-Wheat 'Alliance.' The timeframe for this action was to be determined.

# NAWG Operations

## MEASURES OF SUCCESS

- Accomplished goals within resources available and growing reserve
- Staff and NAWG board time matched to goals and resources
- In compliance with local, state, federal laws for associations
- Clean audits, operations, and appropriate bylaws

## MEASURABLE GOALS

- By end of the strategic planning session meeting will know what the highest priority line of business for NAWG is, focus on it, and do it well.
- By January 2020 will have a realistic, feasible budget that supports the mission and strategic plan as well as accounts for revenue and takes into account the trends of the farm economy and non-dues revenue.
- By February 2020, NAWG will communicate with the National Wheat Foundation recommending an investment plan for building sale assets including formation of an asset management team with NAWG farmer representation.
- By March 2021 will have developed and reviewed a restructured dues system and related by-law revisions.
- By Jan 2021 will have developed a crisis management plan for emergency response for things that could affect the wheat industry.
- Ongoing, retain our current staff and not dilute our staff resources.
- Be the most effective, relevant, influential commodity association in the nation.

## ACTIONS

- On an ongoing basis, the CEO will continue and enhance current sponsorship relations.
- From January until the 2020 Fall Conference (with implementation in 2021), the CEO and Operations & Planning Committee will bring three to five potential invitees to discuss a framework/structure, and write a proposal for, allowing industry partners to participate on the board for a set fee and/or corporate committee.
- By February 2020, the CEO and officers will have a letter and agreement in place for a contract/management agreement developed and signed regarding each organizations' commitments. (Assuming this is in reference to NWF)
- At either the January 2020 conference or USW Summer Meeting, the NAWG and USW officers and NAWG CEO and USW President will have an organized work group to facilitate discussions with U.S. Wheat Associates for specific fee for services work (example – educational activities).

# NAWG Operations Cont.

## ACTIONS

- After March 2020, the NAWG Executive Assistant will be lead on Zoom meetings with training on how to use the Zoom system and chat messaging, and a system for roll call techniques.
- By March 2020, the CEO will present a clear listing of core jobs in NAWG stating each line of business and cost of the work related to the strategic plan as well as projections of revenue sources and amounts. This will show the trajectory in an Excel graph. It will include three scenarios: 1. Current core lines of business. 2. Projected. 3. No new funds. This will be sent to the board which will make an informed decision about direction.
- By Fall 2020, the CEO will initiate meeting registration for NAWG events.
- By the end of December 2019, the NAWG President will appoint a Bylaw Committee to develop concepts for bylaw revisions for presentation to the board.
- By the end of December 2019, NAWG will develop a NAWG board member position description and orientation packet. Idaho and Kansas will provide examples.
- On an ongoing basis continue the Bayer Leadership Program.
- To be determined is the timing and lead person on developing a conflict resolution procedure.

# Thank you!



## Why have a strategic plan?

A strategic plan is a management tool that serves the purpose of helping an organization do a better job because a plan focuses the energy, resources, and time of everyone in the organization in the same direction.

It's vital to have a strategy in place because it sets the direction and establishes priorities for the National Association of Wheat Growers (NAWG). This plan will help NAWG staff understand what we should be working on, and what we need to be making a priority.

NAWG would like to thank its Executive Officers, Members States, and Board of Directors for the time and work they put into making this plan come to fruition!